**DHMT Reflective Diary**

Here is some guidance on how you could use the diary, but make adaptations where necessary.

1. **Book:** Use a large book, and clearly label on the front that it is the PERFORM2Scale diary for xxx District.
2. **Headings:** Add the following column heading to the pages:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Date and place**  **Name of officer** | **Strategy / Activity** | **Root cause** | **Effects of strategy / activity** | **Reflections on activities and effects** | **Way forward** |

The headings refer to:

* Date and place, name of officer: the data and place of the entry to the diary, and the name of person writing in the diary.
* Activity: How was this activity implemented? Why was it implemented in this way? This should include a description of the activity.
* Root cause: describe the problem that the strategies and activities are trying to address
* Effects of strategy / activity: describe the effects – positive and negative, as well as effects that you did not anticipate. How did you observe these effects? E.g. From routinely collected data, from discussion with staff, from observing documents or practices
* Reflection on activities and effects: What worked well? What worked not so well? What we would change next time?
* Way forward: what are you going to do now based on these observations and reflections.

1. **When to write:** Whenever you do some work on the PERFORM2Scale project related to the contents of the workplan that you have developed, please write in the diary and put the date of the entry, for example:

* meetings such as DHMT meetings which include PERFORM2Scale, have meetings with facilities about PERFORM2Scale, meetings with Country Research Team and Resource Team
* selecting HR/HS strategies to address your problems
* implementing HR/HS strategies
* monitoring (observing the effects) of the HR/HS strategies

1. **What to include:** The diary should include what you have done and some reflections on what was done or what happened (i.e. what you are thinking). The following are prompts that may help you fill the diary:

* How we chose these strategies -describe the strategies
* How we implemented the strategies
* Why we implemented in this way
* How we have selected the strategies
* How gender was considered throughout the process
* How we have observed the effects of the strategies
* What were the effects (and unintended effects) of the strategies
* What worked well
* What worked not so well
* What we would change next time
* Any changes in the environment that may affect the process and results

1. **Who should write in the diary**: Any member of the DHMT can write in this diary.
2. **Sharing the diary:** Please share the diary with the Country Research Team and/or Resource Team when they visit.

**DHMT diary: example**

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| --- | --- | --- | --- | --- | --- |
| **Date and place**  **Name of officer** | **Strategy / Activity** | **Root cause / issues for discussion** | **Effects of strategy / activity** | **Reflections on activities and effects** | **Way forward** |
| **Example:** | | | | | |
| 7 May 2013  ABC district  John Black | Training on appraisal for managers of health facilities:  20 managers from all health facilities in Jinja were trained in appraisal at the routine quarterly meeting held at the DHO in Jinja. The training lasted one hour and covered the appraisal form and how to discuss achievements and performance with the appraisee.  It was held at the quarterly meeting because all managers would attend this meeting anyway and therefore there would be no additional costs to implementing this; also this training needs to be done before the appraisals are done in June. | At the moment appraisals focus on the score, and not on how to discuss achievements and poor performance, and encourage good performance. | All health facility managers were trained.  From discussion with managers, they said they were still lacking in confidence about doing the appraisal.  From looking at the appraisal forms, many did not include any information about why their targets were not achieved, how to resolve these issues. | The managers appeared interested in the training, and wanted to know more about appraisal. The duration of the training was too short – it needs to be at least ½ day.  We were rushed in preparing for the training, and therefore did not have materials ready for the training. | Schedule training in March / April next year.  Allocate ½ day to the training.  Prepare the training materials in advance including exercises where the managers practice doing appraisals with other managers. |
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**Example of diary used in PERFORM**

